SEATTLE PARKS AND RECREATION

Seattle Parks and Recreation

2013 Annual WMBE Plan

Seattle Parks and Recreation strongly supports and participates in WMBE utilization. The Department will continue to examine and develop ways to maintain its significant utilization percentage rate in the area of construction contracting, to increase the percentage of its non-exempt goods and services purchased from WMBE vendors, and to hire consultant firms registered as WMBE within the City of Seattle and the Seattle metropolitan region.

1. **Department Representative**

   Angela Harewood-Potter, Strategic Advisor 2 of the Planning and Development Division (PDD), will coordinate the Department's WMBE reporting activities, act as representative to the Contracting Equity Interdeparmental Team (IDT) coordinated by the Department of Finance And Administrative Services (DFAS), and will commit to the following tasks in 2013:

   - Develop the Department's WMBE plan and track its progress through quarterly utilization reports.
   - Attend IDT meetings.
   - Attend occasional retreats/forums related to contracting issues.
   - Attend the annual Regional Contracting Forum and the Reverse Vendor Fair if it occurs this year.
   - Attend as many scheduled Tabor 100 "Meet and Greet" and First Friday sessions as possible to reach out to WMBE vendors and consultants.
   - Coordinate departmental WMBE training sessions, as needed.
   - Share the Department's plan, efforts, strategies and results with key staff.

2. **2012 Results Overview:**

   In 2012, the Department's WMBE utilization in the purchasing and consultant contracting areas was 16.1% and 11.6%, respectively, falling short of its goals of 16.5% and 16.3% despite the fact that WMBE purchasing increased 15% and consultant contract spending increased 18% over levels achieved in 2011. Within the purchasing category, blanket contract WMBE utilization was a significant 22% of total purchasing, but was offset to some degree by the smaller 7.7% in direct voucher and 5.1% in purchase contract spending, both of which reflect spending on a variety of large one-time purchases for specific-purpose items like flooring, lumber, stackable tables and chairs, recreation equipment, and people-counters, none of which could be easily or less expensively obtained from WMBE vendors.

   In the consulting category, roster contract WMBE utilization was a robust 17.2%, while non-roster consultant contracts were 4.46%, resulting in a reduction of overall category utilization to 11.6%. Non-roster consultant contracts consisted of up to 89% design and architectural services, most of which are provided by a relatively few firms who have long-standing relationships with Parks and are well-versed in the development of Parks facilities. The harsh reality is that Seattle has relatively few minority architectural firms and even fewer with the type of experience that allows them to compete successfully for park development design contracts. The new City policy that requires a WMBE Inclusion Plan for consultant selection processes over $260,000, addresses the engagement of women and minority firms in a meaningful attempt to ensure equity and shared prosperity in consultant contracting and should go a long way in assisting Parks to achieve

a more favorable outcome in this area. It means that the big firms will have to intentionally target and work with women and minorities to ensure continued success in contracting with the City in much the same way that Public works contractors do now.

- **Five -Year Participation Rate Summary**

WMBE %	Purchasing	Consultant Contracting
2008	19.8	19.1
2009	16.4	17.1
2010	14.8	14.2
2011	15.2	13.7
2012	16.1	11.6

The 2012 detail of achievements in purchasing and consulting were as follows:

Purchasing & Consulting Combined	2012 Total $	2012 Total WMBE & %	2012 Goal
Parks $	**$15,473,871**	**$2,305,659**	
%		**14.6%**	**16.4%**
Parks Purchasing $	**$10,845,375**	**$1,744,424**	**Purchasing**
%		**16.1**	**16.5%**
Blanket Contract	6,491,477	1,448,300	
		22.3%	
Direct Vouchers	2,864,282	220,518	
		7.7%	
Purchase Contract	1,489,617	75,608	
		5.1%	
Parks Consulting $	**$4,835.381**	**$561,233**	**Consultant**
%		**11.6%**	**16.3%**
Consultant Contracts	2,122,809	94,721	
		4.5%	
Consultant Roster	2,712,573	466,513	
		17.2%	

While not part of the traditional purchasing and contracting goals, the Department's construction contract expenditures, represent a significant opportunity for WMBE utilization. Virtually all Public Works construction contracts are executed and managed by the PDD, which maintains a high level of WMBE participation as reflected in its performance in 2012:

CONTRACT TYPE	WMBE PAYMENTS MADE	TOTAL PAYMENTS MADE	PERCENT WMBE UTILIZATION
CONSTRUCTION CONTRACTS	$9,143,512	$20,404,297	44%

The Department's achievement in the construction contracting area of a 44% WMBE utilization rate surpassed its goal of 19% and its 2011 actual rate of 18.56%. This is a very high variance

but is explained by the fact that Parks made a large final contract payment of $6.6M to a MBE prime contractor on the Lake Union Park Phase 2 project which, by itself, represented 32% of the total amount of contract payments made in 2012. It is worth noting that the Lake Union project was the last of the large landscaping projects underwritten by the original Pro Parks Levy which afforded the Department many opportunities to use WMBE contractors for a variety of specialized work. The remaining Parks and Green Spaces Levy projects are fewer in number and smaller in dollar amounts and do not provide as many opportunities for the variety of WMBE subcontractors utilized on the large public works contracts. Since the utilization rate is calculated using completed contract payments, there is every expectation that the utilization percentages in this category will fall to the 14-17% range which is the level at which the current batch of active projects are performing. It is anticipated that the requirements of the Construction Inclusion Plan will contribute to the maintenance of an equitable WMBE utilization rate even in the face of declining project volume.

- **Outreach efforts**

The department was well-represented by employees from most of its operating divisions at the Regional Contracting Forum in 2012 . Ongoing department representation at Tabor 100 and similar events has provided a consistent conduit for WMBE firms to get their marketing materials distributed to the appropriate departmental staff. Supporting WMBE utilization and the WMBE outreach plan were both part of Seattle Parks and Recreation's Performance Expectations and Work Plan for 2012 and related work will continue in 2013 with additional input from the RSJI team. The Department continues to include increasing WMBE utilization in its annual workplan and to discuss ways to further educate its staff on how to engage community businesses and encourage those eligible to register as WMBE's with the City.

DFAS assisted the Department by providing training related to what was then the relatively new Public Works Inclusion Plan for Project Managers and Planners in 2012. Staff will attend similar training related to the new Consultant Inclusion Plan and the on-line Consultant Sub-Payment reporting system early in 2013. The following table lists events in which the WMBE Representative or Parks staff will participate to promote the Department's visibility in the community and its commitment to the City's WMBE utilization initiative. Firm dates for all these events are not yet available, but will be provided when known, and other events will be added as event information is received and attendance deemed probable.

Organizer	Events	Dates	Event Location
City of Seattle	City Meet and Greets	3rd Fridays inMarch, June, October and November 2013, 11:00 to 1:00	Seattle Municipal Tower 4050/60
	Regional Contracting Forum	April 4, 2012 8:00-3:00	Washington State Convention and Trade Center
Greater Seattle Chamber of Commerce	Annual Tradeshow	May 2013	
Northwest Minority Supplier Development Council	Business Conference and Opportunity Fair	May 23, 2013	Emerald Downs
Tabor 100	Captains of Industry Gala	TBD	TBD
	Holiday Appreciation Reception	TBD	TBD

3. Goals for 2013

- **Purchasing and Consulting**

A thorough review of our targets in these two areas shows that over the last two years, while the target has ranged from 16% to 18%, actual overall results have been in the 11% -16% range. The lower range reflects the budget constraints under which we are currently operating and the reduction in workload as many of the larger projects related to the Pro Parks and the Parks and Green Spaces Levy achieve completion. In addition, activity in sub-categories like DVs and purchase contracts will continue to decrease because City policy dictates the use of blanket contracts as a primary purchasing option and DVs and purchase contracts only as an emergency/necessary alternative. On the consultant contract side, departments are encouraged and expected to use City employees as a first option to complete work that would usually have been contracted out to consultants in prior years, and often, depending on the expertise needed, the number of WMBE firms available is limited. As a result, lower WMBE utilization percentages are achieved in these subcategories that need to be reflected in the purchasing and consulting targets to bring them to a more realistic level. **Targets for 2013 will be therefore be 16% for Purchasing and 12% for Consulting.**

- **Construction Contracts**

The Department's 2013 list of construction projects is not as long, nor are there as many large projects as in past years. The Parks and Green Spaces Levy is due to end in 2014 so there will be a significant reduction in the number and type of projects up for bid in the next two years. The bidding climate is very competitive and the expertise required is very project-specific. Because the Construction Inclusion Plan is so specific in its application, it is expected to result in higher WMBE utilization rates in contruction contracting but the opportunities for work will continue to decrease, unless there is a significantly positive change in the flow of capital funding to Parks, and PDD in particular, in the coming years. **The 2013 WMBE utilization target rate for completed construction projects will be at 17%.**

4. Strategies for Improving WMBE Utilization

Analysis continues to show that some vendors and independently-owned consultant firms, eligible to register and self-identify as WMBEs with the City have not done so, and when they are not identified in the database as WMBEs, they are not counted as such, even if they actually do business with the City. This distorts the true WMBE utilization picture to some degree. It is apparent that no matter how much information and assurance some WMBE firms are given that self-identifying can raise their firms' profile and improve their chances of getting City contracts, the idea of any type of registration with the City is still seen as a "Big Brother" relationship into which some firms prefer not to enter. The Department will, nevertheless, continue to invite vendors and consultants to register and self-identify as WMBEs.

The Department representative will continue to attend DFAS long-established "Meet and Greet" and First Friday workshops with the intention of establishing new WMBE business contacts for the Department. The Planning and Development Division intends to establish a relationship with the Washington chapters of the American Institute of Architects and the American Society of Landscape Architects to get a more informed idea of the number of licensed minorities, including women,who are members of each and to invite them to attend project manager meetings to introduce themselves to Parks staff and familiarize themselves with Parks projects and bidding processes.

This multi-faceted approach of internal reinforcement and re-emphasis of the policies that guide WMBE utilization through training, registering of vendors, and establishing new contacts, should

provide a sound basis upon which the goals for 2013 can be achieved, and those for future years can be improved. In addition, the Department will maintain a consistent commitment to provide timely information about work opportunities to WMBE firms. Project lists and subsequent updates will be sent directly to organizations most likely to foster relations with these firms. Closer connection to the OED and its outreach programs, and appropriate adherence to the guidelines provided by both the Construction and Consultant Inclusion Plans should enhance the Department's overall WMBE utilization percentages in 2013 and in the future.